

CONDUCTED BY THE
INTERNATIONAL CITY MANAGERS' ASSOCIATION

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Page 1

RECENT DEVELOPMENTS IN PUBLIC RELATIONS METHODS

What are some of the recent developments in municipal public relations and reporting? What has been the experience of cities with citizens' advisory committees, television and radio, recognition programs, and youth participation events?

This report summarizes some of the more unusual and effective municipal public relations methods used in recent years and highlights some of the better examples of municipal reporting. Wherever possible, examples are reproduced for the reader's convenience. All figures appear at the end of the report.

Annual Reports

Annual reports are a prime method by which the municipal government informs its citizens of progress made throughout the year, its immediate problems, and its long-range plans. The annual report should not be only a compilation of statistical data. A successful report rather is a document which is attractive and easy to read, highlights municipal activities, describes future improvements, and is made available to many people.

The following sections describe some of the methods various cities use to enrich their reports.

Cover Designs. More cities are using unusual covers for their annual reports to attract the attention of the potential reader.

Santa Monica, California, used colored photographs of its beach facilities, harbor, and city scenes to make an attractive and striking cover. The use of colored photographs can be expensive, but the village of Patchogue, New York, met this by inserting a colored post card of one of its municipal activities which appeared through a cut-out on the front cover of its annual report.

The cover of the East Lansing, Michigan, report used a simple arrangement of contrasting colors. The city highlighted its golden anniversary with a report that had a black cover with white strips containing the title material and the figure 50 in gold (see Figure 1).

The annual report of Ferguson, Missouri, presented cartoons of a couple riding a two-seater bicycle, dancing to rock and roll, and soaring through outer space in a flying saucer to show the experiences of yesterday, the practices of today, and the progress of tomorrow (see Figure 2).

Photographs. Once the reader has opened the report, photographs illustrating the material presented can continue to hold his attention. Cities are using fewer posed scenes of personalities and equipment and are emphasizing action shots of daily municipal activities, "before and after" improvements, and equipment in action.

University City, Missouri, used a photograph for each page and showed scenes of municipal activities throughout the year. Figure 3 is a good example of this technique in which the photograph attracts the reader's attention, the title conveys an important statistic, and the supplementary text briefly touches upon other accomplishments.

The village of Fox Point, Wisconsin, placed several small photographs on each page to illustrate the functions of village departments. As shown in Figure 4, each photograph has a caption which lists the year's accomplishments for various activities.

Cartoons. Another device to make the inside of a report attractive is the use of cartoons and line drawings which blend with the subject material. Hollywood, Florida, provides an example of how drawings can illustrate and highlight points of information. The humorous drawings are in color and constitute part of the text which is brief and pertinent (see Figure 5).

Greenwich, Connecticut, used line drawings to introduce each municipal activity and service and to break up solid blocks of text (see Figure 6).

Central Theme. Another effective means of presenting the annual report is to build around a central theme. Dallas, Texas, highlighted its 100th year of incorporation with an annual report that used charts, graphs, and photographs comparing the history and progress that have been made for each of the municipal functions during the past century. The report, for example, devoted two pages to its fire department: one page contained photographs of an 1885 horse drawn engine and a 1914 pumper along with past highlights; the facing page had a photograph of a modern piece of equipment and a summary of activities during the past fiscal year.

Format. A few cities have adopted new formats for their annual reports in place of the traditional booklet or newspaper form. Richmond, California, utilized a calendar form (see Figure 7) containing the dates for one week, emergency telephone numbers and public meeting dates, and photographs and brief descriptions of activities and services.

Mooresville, North Carolina, used a four-page folder entitled "An Annual Report to the Citizen Stockholders." The inside two pages are reproduced as Figure 8. The cover had the title and the city seal superimposed over a photograph of the city, and the back page had a listing of town officials.

Leaflets and Brochures

Cities have found that a brief and direct message relating to municipal taxes, financial statements, services and functions, and specific problems mailed or given to citizens directly is a good means of informing the public. A brief statement enclosed with tax bills can do much to explain the need for taxes and the benefits derived from taxes. A personal message explaining a project and requesting citizen assistance can do much to clarify a controversial subject.

Taxes. A surprising number of people do not have any idea of how their taxes are used or the proportions of taxes levied by each local unit. In many areas school district taxes comprise two-thirds to three-fourths of all property taxes, and some cities are exploiting this to point out the small proportion of taxes for the municipal government.

New Canaan, Connecticut, divided a "tax dollar" to show how much is allotted for education and how much for the town government (see Figure 9). Charleston County, South Carolina, issued a facsimile of a check with the total county tax bill and two "pie" charts on the distribution of income and expense (see Figure 10).

Mount Prospect, Illinois, made a "pie chart" to illustrate graphically the amount of tax dollar received by the village government (see Figure 11). The reverse side of the leaflet showed the village share of an average tax bill and the percentage of village expenditures not supported by the property tax.

Financial Information. Other cities print leaflets and folders to explain the municipal budget, service rates, and other financial activities.

In Lubbock, Texas, tags left by the readers of water and electric meters contain specific information relating to municipal water, power, and light services. One, for instance, listed the municipal services paid through municipal utilities profits (see Figure 12).

Wilmington, Massachusetts, issued a financial report (see Figure 13) to the stockholders of the town which approximated the design of a stock certificate. The inside pages contained a summary of the budget, an analysis of the tax rate, and a chart comparing the town's tax rate with others in the state.

Englewood, New Jersey, published the highlights of its budget in a four-page folder; one page

is reproduced as Figure 14. The other pages contained a comparative summary of estimated budget expenditures, an analysis of tax rate, an explanation for the tax increases, and salient facts about municipal services and activities.

Special Assessments. Iowa City, Iowa, issued a 12-page guide towards obtaining special improvements. It explained the seven steps needed to obtain special assessment improvements: petition, resolution of necessity, public hearings, ordering construction and receiving bids, awarding the contracts, accepting the project and assessing costs, and assessment hearing and notice. The booklet further explained the property owner's share of the costs on streets, sanitary sewers, and sidewalks. Photographs illustrated the "before" and "after" aspect of areas undergoing special improvements, and charts showed the amount of paved and unpaved walks and the decreasing dollar cost per square yard of paving since 1950.

Midland, Michigan, put out a booklet, "Are You Buying or Building a Home in Midland?", which explained functions of the engineering and building departments, taxes and assessments, and cost of special improvements (see Figure 15).

Municipal Directory. Many cities find it useful to provide a directory of municipal services and officials which the citizen can use as a handy reference. Figure 16 shows a one-page directory used by Elmwood Park, Illinois. This directory lists the many municipal services, the department to call, and the telephone number.

Welcome to New Residents. A letter or leaflet welcoming new residents to the community can do much to create a feeling of support between the citizens and their government. Teaneck, New Jersey, presented helpful facts for new residents in a folder explaining municipal services (see Figure 17).

Urban Renewal. The problems of urban blight and substandard housing have received treatment by various cities. A San Antonio, Texas, folder contained seven points of information on the economic and social cost of urban blight (see Figure 18). The back of the folder had brief definitions of conservation, rehabilitation, and redevelopment; what urban renewal is; and what urban renewal is not.

Annexation. Annexation is another field that has been a subject for leaflets. Phoenix, Arizona, provided a small pamphlet to outside home owners on the benefits and savings derived from annexation (see Figure 19).

Pulaski, Virginia, published two booklets — "They're Going To Take Us In!" and "So They Took Us In!". The first booklet contained questions and answers on annexation, including information on judicial proceedings, probable cost of city services, and the benefits received. The other booklet gave particular attention to new city services, the time they will be available, town licenses, and extension of sewers into areas now served by septic tanks.

Public Works. The public works department provides several services which necessitate daily contact with the public. Good public relations is important in explaining regulations affecting its services. Park Ridge, Illinois, sent to its home owners a brochure explaining rules on garbage and rubbish collection (See Figure 20).

Other Types. The above examples are just a few ways in which cities everywhere inform their citizens. Other municipalities have issued informative leaflets on invitations to city council meetings, Dutch elm disease, fire prevention, stopping basement flooding, dog regulations, water conservation, and so on. The important thing is that each city made an effort to inform its citizenry of municipal problems.

Audio and Visual Aids

Some cities use television and radio effectively in reporting municipal activities and problems. Other cities provide movies and color slides as a reporting media.

Television and Radio. Television and radio are exceptionally good methods for reporting current happenings on the municipal scene. Programs can present discussions of major problems,

answer questions, and describe city services. This section will mention briefly several cities which have used television and radio. A previous MIS report, No. 128, September, 1954, entitled *Municipal Use of Radio and Television*, described more fully radio and television as media for effective public reporting.

In Bakersfield, California, a series of radio and television programs communicated municipal news and services with considerable success for two years. The city manager telephoned a local radio station following each city council meeting and reported on the highlights of the meeting. The radio station tape recorded the three to five-minute call and broadcasted it several times the following day on its hourly newscast.

The Bakersfield city manager also appeared weekly on a local morning telecast, "Bakersfield Report," which provided information on the council meeting, public works projects, and the like. The program was unrehearsed and, since it had no script, was taped so that a record was available in the event of a misunderstanding. The city manager made a brief guest appearance once a week on another local television afternoon show and provided four or five news items of city activities, including council actions. Once a month at 10:00 p.m. the city produced a half-hour television program, "Know Your City." An informal and unrehearsed program using an outline for control worked better than a script. This program covered items such as municipal recreation, sanitary landfill, property assessment, and so on.

Bangor, Maine, has a series of 13 half-hour television programs which appears from January to March every Sunday afternoon. These programs have a panel type format using department heads, city councilmen, board or commission members, and interested citizens. The city manager acts as moderator. These persons discuss some major program or project affecting the city such as street parking development, school building programs, urban renewal, and so on. No scripts are used, but an outline is prepared of the major items each member of the panel will discuss (see Figure 21). The program relies upon its informality to produce a lively and informative session.

In Eau Claire, Wisconsin, a 15-minute weekly television program concentrates on controversial subjects currently in the news. The city manager acts as moderator for these interview-type programs, gives the introduction, asks the questions, participates occasionally, summarizes, and announces the topic for the following week. The programs started as department head interviews but later were changed to include persons directly involved with the topic under discussion.

For example, the president of the school teachers' union appeared and answered questions when teachers demanded pay raises. Leaders of civic delegations urging different recreation programs debated their points on the program. Persons outside the city occasionally appeared on the program. The mayor of a neighboring city, for example, participated in an evaluation and comparison of municipal problems and taxes.

No scripts are used, and the questions asked are pointed ones. The participants are interviewed briefly before the program, but thereafter they are on their own. The superintendent of schools was questioned on whether the new schools were too lavish; the recreation director was questioned on the desirability of curtailing his program in an effort to save money during the recession.

Once each month a member of the city council joins the city manager in an unrehearsed question-and-answer program. Two citizens serve as questioners, and, as a rule, one of them has a record of past opposition to the council-manager plan. All questions must pertain to city government. The programs have been uninhibited, lively, and frank.

Movies. Several cities, especially the larger ones, have made movies on city activities to be projected before citizen groups. This approach is effective in large cities where the average citizen may be quite removed from local government and may not be aware of all municipal activities and services. Movies are useful for presentation to outside groups and for persons who may be interested in knowing more about the city in relation to industry and commercial advantages.

Long Beach, California, produced a 30-minute color and sound movie as a general report to its citizens. It covered virtually every city department and depicted personnel performing normal daily operations. An employee production committee consisting of a librarian, a member of the

city manager's staff, the finance director, members from the budget and research division, and a fire department photographer prepared the movie. The planning department prepared art work for use in statistical presentation. Two college professors wrote the script. A professional studio did the actual development, processing, and sound recordings.

This movie was planned to be effective for three to four years before it became outdated. Thus far it has been shown 300 times to groups totaling 20,670 persons. A city representative attends the showing, gives an oral presentation preceding the showing, and answers questions at the end of the movie.

Colored Slides. Another public relations medium that has found favor recently with several cities has been colored 35 millimeter slides accompanied by taped narrations. Colored slides are easier and cheaper to produce than movies and can be kept current. The slides can either be narrated by a city official in person or by a synchronized recording.

A disadvantage in the use of slides is the tendency to be boring unless they are carefully produced and unless the narration is interesting. Each slide must be selected and blended into the entire report to present a sense of continuity. Slides are more effectively shown before small groups than large, general audiences.

Wichita, Kansas, in 1954 instituted slide reports to replace the annual report which formerly appeared in the tabloid section of the two Sunday newspapers. This report consisted of 143 slides accompanied by a tape-recorded, one-half hour commentary to be presented before schools, civic, church, and other interested public groups. A police photo technician took the majority of the colored slides, and a part-time public relations consultant prepared most of the commentary.

University City, Missouri, prepared 80 colored slides entitled "New City." These photographs were taken over a one-year period and showed city services in all types of weather, such as snow clearing, summer recreation facilities, spring and fall construction, and so on. A 30-minute commentary was prepared.

Citizens' Advisory Committee

Quite a few cities have utilized citizens' advisory committees to good advantage. These types of committee can study problems concerning municipal budgets, bond issues, capital improvement projects, planning, zoning, operations, and many more. They produce a twofold effect: (1) they can study and recommend courses of action useful in final determination of specific problems; and (2) they bring together and interest a number of individuals representing a large segment of the community in municipal operations. A more complete discussion on this matter is given in MIS Report No. 130, November, 1954, *Use of Citizen Advisory Committees*.

San Jose, California, used a police advisory committee to bring citizens into a closer working relationship with the police department. The committee had as its objectives: (1) to aid in control of conditions detrimental to normal living; (2) to aid in the suppression of criminal activity, corruption, and vice conditions; (3) to foster a closer relationship between the police department and the citizenry; (4) to stimulate interest in public education programs; (5) to pool information useful to the police department; (6) to inform the people of police department activities; and (7) to inform and to advise the administration whether policies suggested by it would prove beneficial to the community.

The committee conducted an educational program designed to prevent shoplifting; established a bicycle safety program in which juvenile offenders were cited to appear before members of the clergy who served as moderators; and an educational program on drug addiction that was extended to adults and juveniles of high school level. The committee fostered good police public relations which continued after it was disbanded.

A municipal bond commission has been established by ordinance in Norfolk, Virginia, to advise the city council on bonded indebtedness and long-term financial planning. The committee has as its duties: (1) surveying annual debt requirements and developing estimates of legal bonding capacity for a 10-year period; (2) making annual recommendations on bond issues and the amount to be issued; and (3) providing advice to the city council on the technical aspects of issuing bonds. The commission

consists of five members appointed by the city council for three-year terms and the mayor, city manager, and city auditor.

Talks before Groups

An important public relations method is the appearance of city officials before interested citizen groups and clubs to speak in municipal operations and programs. Such a technique may seem obvious, but its full potentialities are seldom explored.

The city manager of Ojai, California, reports on the progress of the city's budgetary program and over-all master plan to community and service organizations. At his first appearance the city manager outlines the elements of the master plan and the progress and status of each phase. Six months later he again reports on the progress of city projects and capital improvements and furnishes members of the audience with a citizen's rating sheet (see Figure 22). The sheets are tabulated and submitted to the city council for their information and to the department heads for staff discussion. The organization making the ratings and the local newspapers receive the tabulations and summary remarks.

Inspection and Open House

Surprisingly few people during the course of the year will enter the city hall. The majority of those who do will go there on specific business which will take them to perhaps one and at the most two offices. Many cities have strengthened their public relations activities by having open house at the city hall or other municipal departments to which all citizens are invited to attend and at which the city will show and display some of its equipment and programs.

Open House. Pasadena, California, held an open house that was attended by thousands of persons who were entertained with movies, demonstrations, and displays and were taken on a guided tour of city offices. An hour-long program, featuring the personnel and equipment of the police, fire, and light departments, was presented in the afternoon and again in the evening. Each visitor was handed an attractive program listing special attractions, exhibits, and displays. He also received special illustrated booklets containing pictures and biographical sketches of councilmen and key administrative personnel.

Tours. Cities use tours of facilities to explain municipal operations to citizen groups, prospective bond buyers, and candidates for public office. In Hollywood, Florida, the city manager conducted a tour of municipal installations for candidates to the city commission. The candidates saw departmental operations and received brief orientation messages from the department heads during their four-hour tour. For example, the participants at 3:00 p.m. visited the planning director who talked on the need for long-range planning; at 3:05 p.m. they were in the engineering department; at 3:10 p.m. they heard the director of public works explain operational activities; and so on. The candidates also received copies of the city budget, annual and monthly reports, personnel handbooks, and other documents pertaining to the city.

Citizen Recognition

Cities can do well to honor prominent citizens who have served on boards and commissions or who have donated extensive time to city projects. An activity of this kind not only gives pleasure to the persons involved but also highlights the importance of volunteer contributions by interested citizens. The honor can be minor in comparison with the services received, the ceremony can be simple, and the time devoted to it can be relatively brief. Nevertheless, properly done and well timed, with adequate publicity, such public relations can have a good effect.

Special Dinners. Lubbock, Texas, held an annual barbecue for members of its special boards, commissions, local officials of other governments in the area, presidents of civic clubs, department heads, and prominent citizens. The city manager and his staff conducted a tour of the city in busses equipped with loud speakers. This occasion also was used to release the annual report. The mayor spoke on the budget and outlined the proposed activities for the forthcoming year. The purpose of

this affair was to show the city's appreciation for the voluntary service it had received and to acquaint prominent people with the programs of the municipal government.

Inauguration Ceremony. The city of Beverly Hills, California, made a significant event of the simple inauguration of the mayor. The city council rotates the position of mayor among its members on a one-year basis. In 1956, the city made elaborate arrangements and conducted a formal installation ceremony. Approximately 1,500 invitations were mailed to civic minded citizens, members of committees, chamber of commerce, service clubs, and other organizations (see Figure 23). Flood lights were installed, the local orchestral society provided the music, and famous people from the motion picture industry participated. The program lasted approximately one hour with 500 people in attendance.

Other methods of providing citizen recognition are presentation of service keys, scrolls, letters of appreciation; public congratulations; and ceremonies which will appear in local newspapers or be carried on local radio and television stations.

Youth Participation

Many cities which have extensive and thorough public relations programs overlook one important aspect. This is the education and the encouragement of youth participation in municipal government. This area of public relations is important because it aids young people in becoming aware of their local government and perhaps may interest them to choose municipal government as their career.

Intern Program. Middletown, Ohio, instituted a high school intern program designed to acquaint students (and indirectly their parents) with the functions and problems of their city government and to interest students—prior to their entrance into college—in a career in municipal administration.

The program works thus:

1. The students are selected for their performance in the high school. They must be able to spend two days a week after school at the city hall.
2. These students receive at the high school a general orientation on federal, state, and city relationships; the city charter; ordinances; and city policies.
3. They receive at the city hall additional orientation covering office routine, etiquette, and general policies; they take a conducted tour of all city departments; and they meet various supervisors, division heads, and department heads.
4. The students are assigned to various departments where they will work for four to eight weeks—one or possibly two students to any one office.
5. After each tour of duty the students are assigned to another office so that in the course of a year they may enter three, four, or five departments.
6. The students and the city manager hold periodic meetings to discuss questions and work schedules. The high school advisor is present, and the students receive high school credit for their work.

This program has achieved excellent results. The parents have been enthusiastic about the program, and several students have shown interest in government as a career. Generally 20 students participate in the program at any one time, and they possess above average scholastic and extracurricular attainment. They do a lot of "leg work" for the department and division heads such as tabulating statistics, developing maps and graphs, handling certain types of complaints and request for services, and doing limited typing.

Student Government. In Hartford, Connecticut, every year 15 high school students from three Hartford high schools are elected by the voters of grades 10, 11, and 12, to form the "Junior City Council." The organization has been in effect since 1949. The function of this council is to provide a medium through which students and the municipal government may exchange suggestions and

advice on matters of mutual concern, promote awareness of city problems, and arouse active interest in city government.

The procedures and functions carried on by this junior city council are similar to those that are carried on by the regular city council. There is a registration of voters, nomination of candidates, primary election, campaigning, general elections, and inauguration ceremonies. The junior council operates a committee system which plans various activities and discusses problems relating to youth. A bulletin issued by the junior city council is reproduced as Figure 24 and briefly outlines the council's organization, functions, and accomplishments as of June, 1957.

A five-year evaluation sent to previous and present JCC members found that nearly all considered work on these councils to have made them more interested in municipal affairs and that about three-quarters of them have become interested in politics as a result of membership.

Student Elections. Richfield, Minnesota, loaned its voting machines to the high school for use in its class and student council elections. All of the students of the senior high school participated in the election and followed all regular election procedures. A register of eligible voters was used, obtained from class rolls, and students were checked against this list before voting. Student election judges attended the machines and tabulated all the results. They assisted in unsealing the machines after the election and supervised restorage of the equipment. Village employees provided the necessary instructions and were on hand to assist in the operations.

Note: MIS subscribers may obtain loan copies on request of annual reports, leaflets and brochures, radio and television scripts, colored slide narrations, and other materials which are on file in this office.

The following MIS reports provide additional information and suggestions on specific public relations problems:

No. 43, *Using Special Leaflets in Public Reporting* (October, 1947)

No. 92, *Special Information Centers in City Hall* (September, 1951)

No. 112, *Policies and Techniques of Press Relations* (May, 1953)

No. 128, *Municipal Use of Radio and Television* (September, 1954)

No. 130, *Use of Citizen Advisory Committees* (November, 1954)

No. 137, *Training City Employees in Public Relations* (June, 1955)

Note: This report was prepared by John J. Hunnewell, staff member, International City Managers' Association.

Ferguson, Missouri



Figure 2

East Lansing, Michigan

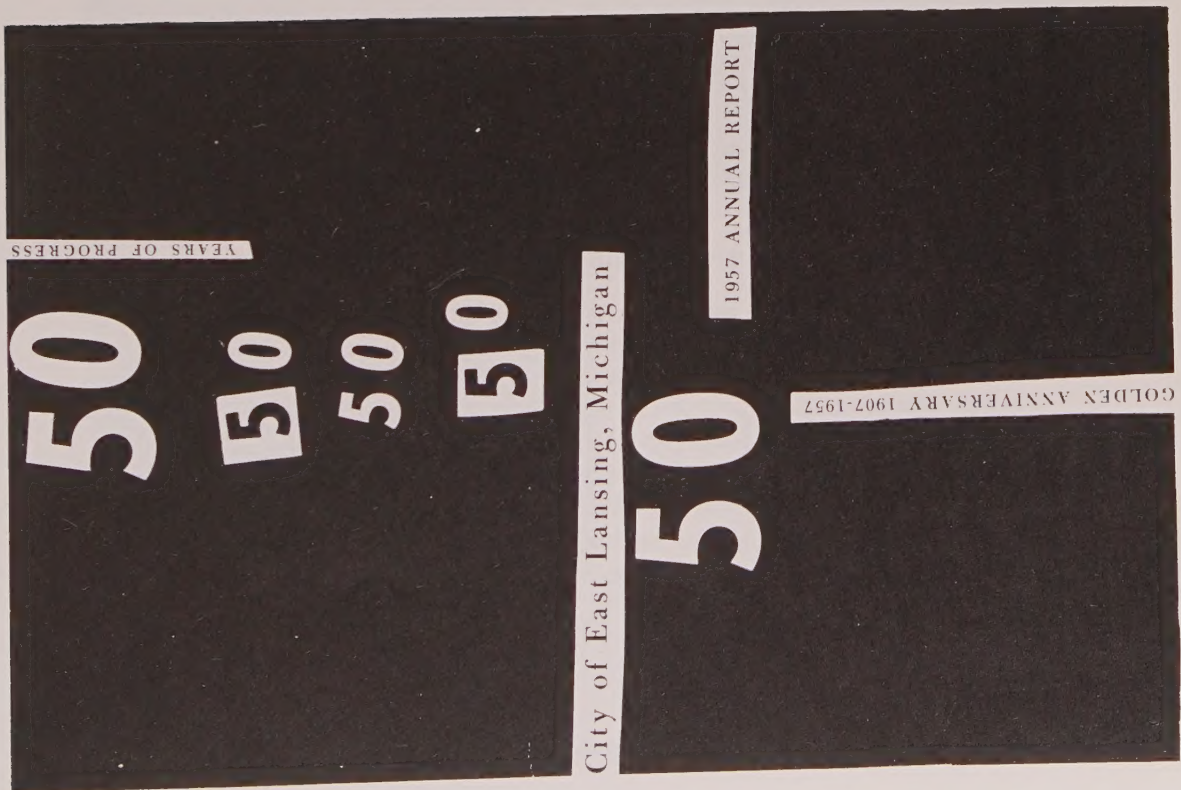
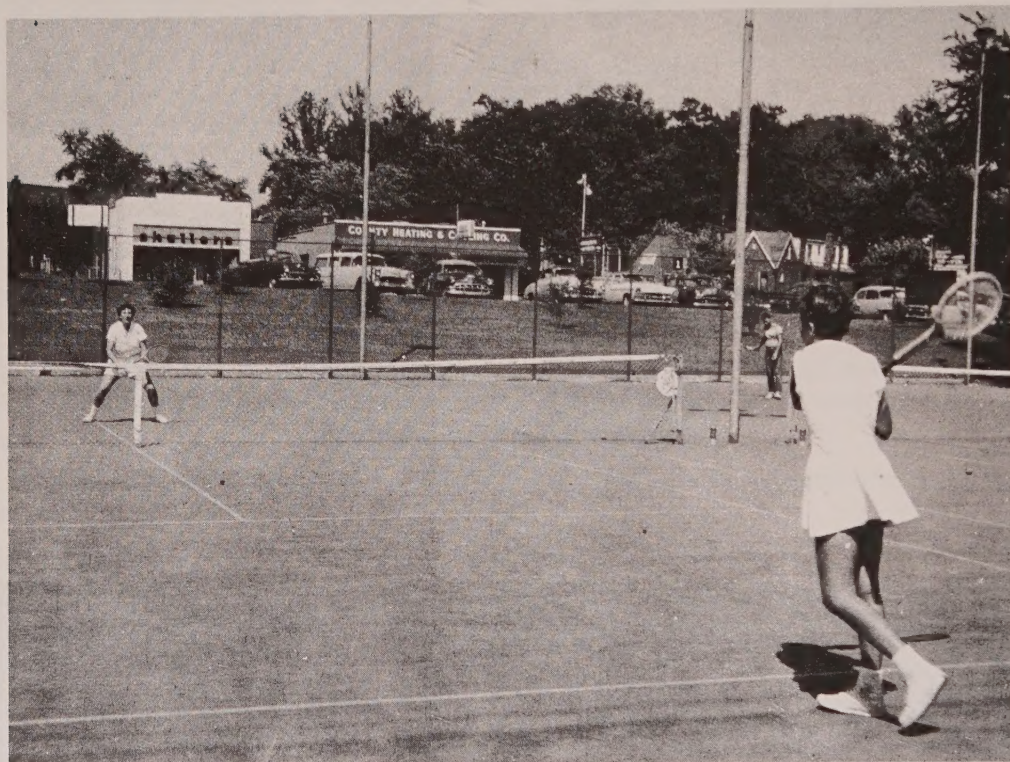


Figure 1

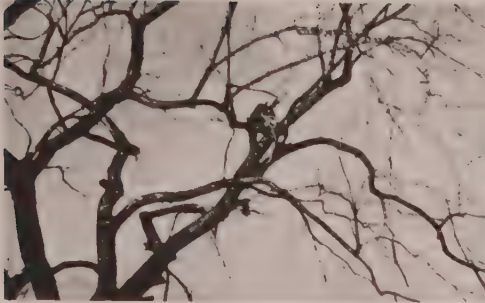
University City, Missouri

**TENNIS - A POPULAR SPORT ENJOYED BY 8500 PEOPLE LAST YEAR**

Recreation is a vital part of balanced living. Your park department recognizes its responsibilities in this area. A playground program including swimming, baseball, softball, tennis, and art handicraft -- which served an average of 2,125 daily participants last summer -- provided a healthy outlet for youthful exuberance and many happy hours for the youthful set during the summer vacation. Fifteen ball diamonds and nineteen tennis courts are available for use. The Saturday morning recreation program, held at various school sites, is a popular activity during the winter months.

Figure 3

Fox Point, Wisconsin

FORESTRY

TREE TRIMMING
Trees Trimmed - 673
Shrubs Trimmed - 315



TREE REMOVAL
Trees Removed - 30



PLANTING
Trees and Shrubs Planted -- 567

The first phase of planting along the center parkway of Santa Monica Blvd. has started and is expected to continue over a period of years until completed.



TREE SPRAYING
Dormant Elm Spray 3000 Trees
Lead Arsenate 5800 Trees
Anti-biotic Spray on Flowering Crabs 210 Trees
Fungicide Spray on Hawthorne Trees 448 Trees
Scale and Aphid Spray 100 Trees



LANDSCAPING

It is the policy of the Village to landscape ditches when practical. The following material was used in 1957.

1900 c.y. top soil
5730 yds. sod
7000 lbs. grass seed

Figure 4

Hollywood, Florida

PROBLEM NO. 10

*thirty thousand people brush their teeth
at one time.*

... in the morning, people taking showers, shaving,
cooking breakfast, all need water.
... our little old water plant wheezes, grunts, and groans
while the operators scurry around with their fingers crossed —
hoping that nothing breaks down —
hoping they stored enough water during the slow period
so that the city can brush its teeth ...

It happens again
at lunch time ...
and again
at supper time ...

WHAT ARE WE
DOING ABOUT IT?

A 2 million dollar
water expansion program
is now underway ...
it will take
2 years to complete ...
but when it is over
the men in the water plant
can relax ...
and there will be
enough water
to take care of
our city's needs.

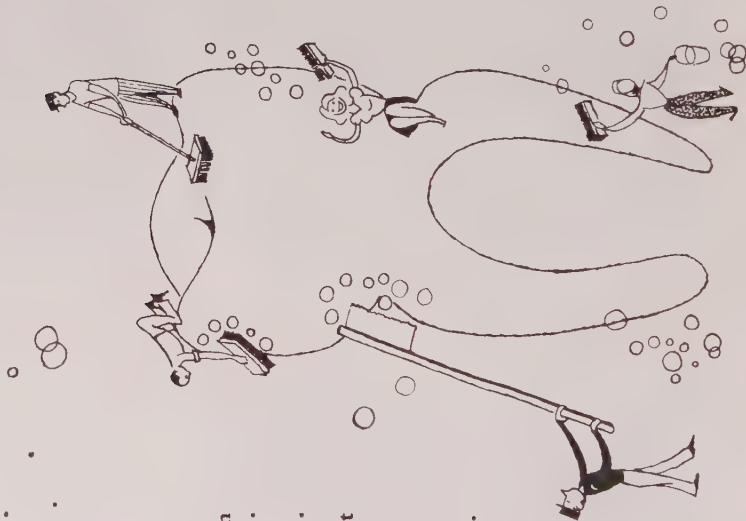


Figure 5

Greenwich, Connecticut



PARKS
AND TREES

The Dutch elm beetle is down for the count in Greenwich. Using methods developed locally over the last 10 years by the Tree Warden, this stubborn enemy of our elms has at last been brought under control. It now attacks less than 1% of the elm population yearly, which brings the Dutch elm disease within the limits of ordinary tree diseases. The preventive program continues, however. Last year, 145 hours were spent in scouting for the disease. Over 100 elms were pruned and 48 badly diseased trees had to be cut down. Over 6,000 were sprayed.

Only the willow should weep. Healthy trees are the objective of the Tree Warden. Over 15,000 Town trees were sprayed last year, nearly 2,000 were pruned and 516 were fed (about the same number as usual). Ten trees were cabled and cavities in 6 were filled. Last year, 758 trees were removed because they were diseased or dangerous, or in the way of widening projects. This compares with 655 cut down in 1955 and 1,931 in 1954 when storm damage was heavy. Only \$737 had to be spent on storm damage in 1956 as against \$11,032 two years ago.

Flowering trees will make spring more and more colorful along Town roads as the tree planting program continues. Among the 331 trees planted last year were 112 dogwood and 48 crabapple. Other varieties of trees planted in quantity were elms and oaks. The trees planted on lower Greenwich Avenue last year were a gift to the Town, supplied and planted by one of the Greenwich garden clubs. When the Avenue was widened, many trees were lost, and this will help to restore the shaded character of our main business thoroughfare.

Spraying was used to control underbrush on roadsides. If this experiment proves successful, it will be a more economical method of keeping roadways clear than cutting and carting the brush away.

Figure 6

Richmond, California

**EMERGENCY SERVICE**

POLICEBE 3-1214
 FIREBE 2-4125
 AMBULANCEBE 3-1214
 CIVIL DEFENSERadio dial 640 or 1240

PUBLIC MEETINGS

CITY COUNCIL Mondays, 8 P.M., City Hall
 PLANNING COMMISSION 3rd Thursday, 7:30 P.M.,
 Room 200, Hall of Justice
 REDEVELOPMENT 2nd Thursday, 8 P.M., 400 Nevin

Family Reminder
 JANUARY • 1956

WED

18

Free Chest X-ray at City Hall,
 2-4 and 5-7 P.M.

SUN

15

THUR

19

MON

16

FRI

20

TUES

17

SAT

21

IT WILL COST AN ESTIMATED \$6,164,083 TO RUN THE CITY OF
 RICHMOND FOR THIS FISCAL YEAR. THIS MONEY WILL BE
 DISTRIBUTED AS FOLLOWS:



Figure 7

Mooresville, North Carolina

WORK DONE IN 1957

1. "The Mooresville Plan" prepared to improve the convenience and attractiveness of the Business District.
2. Two off-street parking lots completed in the Business District as first step in execution of "The Mooresville Plan".
3. Preliminary engineering for erection of sewage treatment plant completed and negotiations started with Burlington Industries for sharing of construction and operating costs.
4. Plans initiated to construct new, large capacity water plant close to Duke Power lake.
5. Plans initiated for 300 acre recreation park on shores of proposed Duke Power lake.
6. Mechanical street sweeper purchased to replace street sweeping by hand.
7. Right-of-way secured for extension of Cherry Street to #150 By-Pass.
8. Comprehensive regulations adopted for operation of Willow Valley and Glenwood Cemeteries including creation of perpetual care fund.
9. Job classification and pay plans adopted for Town personnel.
10. New dog pound constructed and jointly operated with Iredell County.
11. School crossing guard employed for Dunbar School.
12. Mobile asphalt mixer purchased to facilitate street maintenance.

WORK PLANNED FOR 1958

1. Continue work on "The Mooresville Plan" by:
 - a. Constructing parking lot (135 cars) in rear of old hotel building.
 - b. Widening Church Street between Iredell and Center Avenues to 55 foot width.
 - c. Widening Broad Street between Iredell and Center Avenues to 36 foot width.
 - d. Working out with merchants installation of Dempster-Dumpster trash collection system.
2. Continue work towards sewage treatment plant by:
 - a. Reaching agreement with Burlington Industries for sharing of construction and operating costs.
 - b. Drawing detailed plans and specifications for bidding.
 - c. Requesting authorization of citizens for bond issue.
3. Cooperate with Chamber of Commerce to secure new, diversified industries and continue planning for new water plant when Duke Power lake is constructed.
4. Participate in construction of National Guard Armory if federal matching funds made available.
5. Install 8 inch water main from Oak Street to Patterson Avenue to improve water service to Troutman Shirt Company.
6. Secure right-of-way for extension of Iredell Avenue to Cherry Street.
7. Study revision of business license schedule.
8. Cooperate with Iredell County's civil defense program.

FINANCIAL STATEMENT

RECEIPTS

	Actual July 1, 1956 June 30, 1957	Budget July 1, 1957 June 30, 1958
CASH ON HAND, 7/1	\$100,444.26	\$ 59,625.00
DISPOSAL PLANT RESERVE, 7/1	5,071.24	39,000.00
LOCAL TAXES		
Current Taxes	161,374.78	170,000.00
Prior Years' Taxes	11,953.81	12,000.00
WATER & SEWER RECEIPTS	145,963.16	131,000.00
PARKING METERS	16,087.67	15,128.00
PRIVILEGE LICENSES	8,003.45	8,000.00
COURT COSTS	13,466.50	12,500.00
MISCELLANEOUS		
Building Inspection	1,221.00	1,100.00
Cemetery Lots & Burials	1,714.47	2,375.00
Collecting School Tax	1,750.00	1,750.00
Iredell County—For Fire Protection	1,298.55	5,267.00
Library Subsidies—United Fund,		
Iredell County, Library Trustees	2,664.16	2,430.00
Library Fines & Memorials	260.80	275.00
Sundries	3,678.57	2,200.00
Street Assessments—1956 Project	32,783.58	2,200.00
Investment of Current Funds	1,706.49	1,500.00
STATE COLLECTED TAXES		
Beer & Wine Tax	6,594.41	6,600.00
Franchise Tax	5,901.81	6,200.00
Gasoline (Powell Bill)	27,159.82	27,000.00
Intangible	5,575.34	5,800.00
For Improvements to State Roads	7,521.63	18,000.00
TOTAL	\$562,195.50	\$529,950.00

EXPENDITURES

PUBLIC SAFETY		
Building Inspection	\$ 1,051.97	\$ 1,053.00
Fire	27,612.59	36,468.00
Police	44,256.51	45,562.00
Street Lighting	10,456.53	10,600.00
PUBLIC WORKS		
Refuse Collection & Disposal	32,530.85	37,424.00
Street Maintenance	46,357.81	52,548.00
Off Street Parking	52,528.00	52,528.00
Street Improvements	106,139.83	18,000.00
Water & Sewer	101,438.11	92,475.00
PARKS & RECREATION		
Cemeteries & Parks	8,090.67	8,380.00
Library	6,281.81	7,165.00
Recreation	12,000.00	13,200.00
PUBLIC HEALTH	706.14	710.00
GENERAL GOVERNMENT	32,640.42	32,740.00
PLANNING	2,334.44	2,315.00
COURTS	9,079.04	9,149.00
MISCELLANEOUS		
National Guard	410.00	12,335.00
Contingencies	1,691.87	5,770.00
Debt on Municipal Bldg.	20,490.00	
UNEXPENDED BALANCE	59,626.91	
DISPOSAL PLANT RESERVE	39,000.00	91,528.00
TOTAL	\$562,195.50	\$529,950.00

A STATEMENT BY THE MAYOR

Fellow Citizens:

Another year has gone by and with the modernization of Mooresville Mills and additions to the Templeton and Troutman Shirt plants, we have been partially successful in improving the industrial situation in Mooresville. Several recent developments offer great encouragement in this direction if we make the most of them.

The first is the large Duke Power lake to be located only five miles from Mooresville. If a new water plant is constructed at the edge of this lake, we could supply practically unlimited water and land for industrial growth. The lake will also offer recreational advantages to industrial prospects.

The second is "The Mooresville Plan" for remodeling of the business district. Industrial prospects scrutinize store fronts, traffic conditions, and local business climate as well as water supply and tax rates. A prosperous and attractive business district is important to securing new industries. "The Mooresville Plan" is a

guide for modernizing our business district. We hope you will constructively support this plan so that it can be put into action as quickly as possible.

A third development is the proposed Great Lakes-to-Florida super highway which we hope will follow U. S. #21. This would place Mooresville on a main north-south artery making our industrial potential even greater.

A year from now I sincerely hope progress can be reported along each of these lines so that together we can build a more attractive, progressive and pleasant place in which to live and rear our children.

Best Wishes,

Dr. Boyce A. Brawley
Mayor

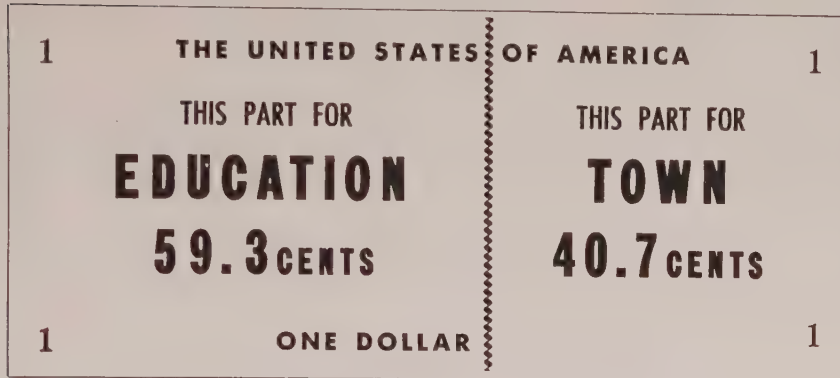
TO THE CITIZEN STOCKHOLDERS

Figure 8

New Canaan, Connecticut

WHERE YOUR TAX DOLLAR GOES*

Bd. of Education
Operating and
Capital . . . 48.6¢
School Debt . . 10.7¢
59.3¢



General Govt. . . 8.9¢
Protection of Persons
and Property . . 8.5¢
Public Works . . 10.7¢
Health, Welfare,
Recreation, and
Library . . . 3.1¢
Capital
Improvements . . 6.1¢
Town Debt . . . 2.4¢
Contingency . . . 1.0¢
40.7¢

TOWN of NEW CANAAN, CONNECTICUT

*Based on 1956-1957 Budget—Adopted June 19, 1956

Figure 9

Charleston County, South Carolina

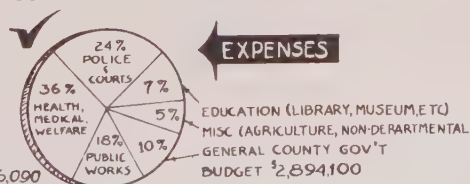
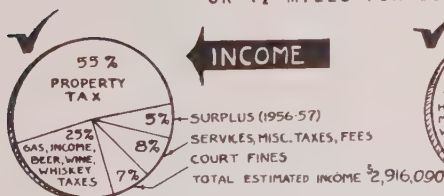
✓ A CHECK ON YOUR TAX DOLLAR

From CHARLESTON COUNTY COUNCIL
To Citizens of Charleston County
For



Citizens of Charleston County \$ 2,894,100.00

FOR COUNTYWIDE SERVICES TO YOU COUNTY COUNCIL BUDGETED \$2,894,100 FOR THE YEAR AHEAD. INCOME SOURCES AND EXPENDITURES FOR SERVICES ARE SHOWN BELOW. (THIS DOES NOT INCLUDE PUBLIC SERVICE OR SCHOOL DISTRICT EXPENSES OR 1½ MILLS FOR BONDED DEBT.)



J. MITCHELL GRAHAM, CHAIRMAN
W.C. EHRLHARDT R.E. SEABROOK
T.B. LESEMANN J.P. LIMEHOUSE
J.F. SEIGNIOUS, JR. T.S. CRUMP
WILLIAM W. WALKER
HOWARD J. SEARS, COUNTY MANAGER
BARTLEY J. RIDDOCK, COUNTY TREASURER

Figure 10

Mount Prospect, Illinois

January 20, 1958

Dear Fellow Taxpayer:

The Village Tax Rate on your 1957 Real Estate Taxes reached an all time low, being a decrease from .458 in 1956 to the present rate of .366 - a reduction of 20%. This reduction was due to a greater increase in the assessed valuation than was anticipated and the abatement of the garbage tax.

The overall tax rate reached an all-time high of \$4.86 1/2 for every \$100.00 of assessed valuation. The total Village share including the Library amounted to 36 1/2 cents or slightly less than 8%. Other taxing bodies, over which we have no control whatsoever, account for the remaining 92% as outlined in the following chart:

Where your Tax Dollar Goes in Mount Prospect.

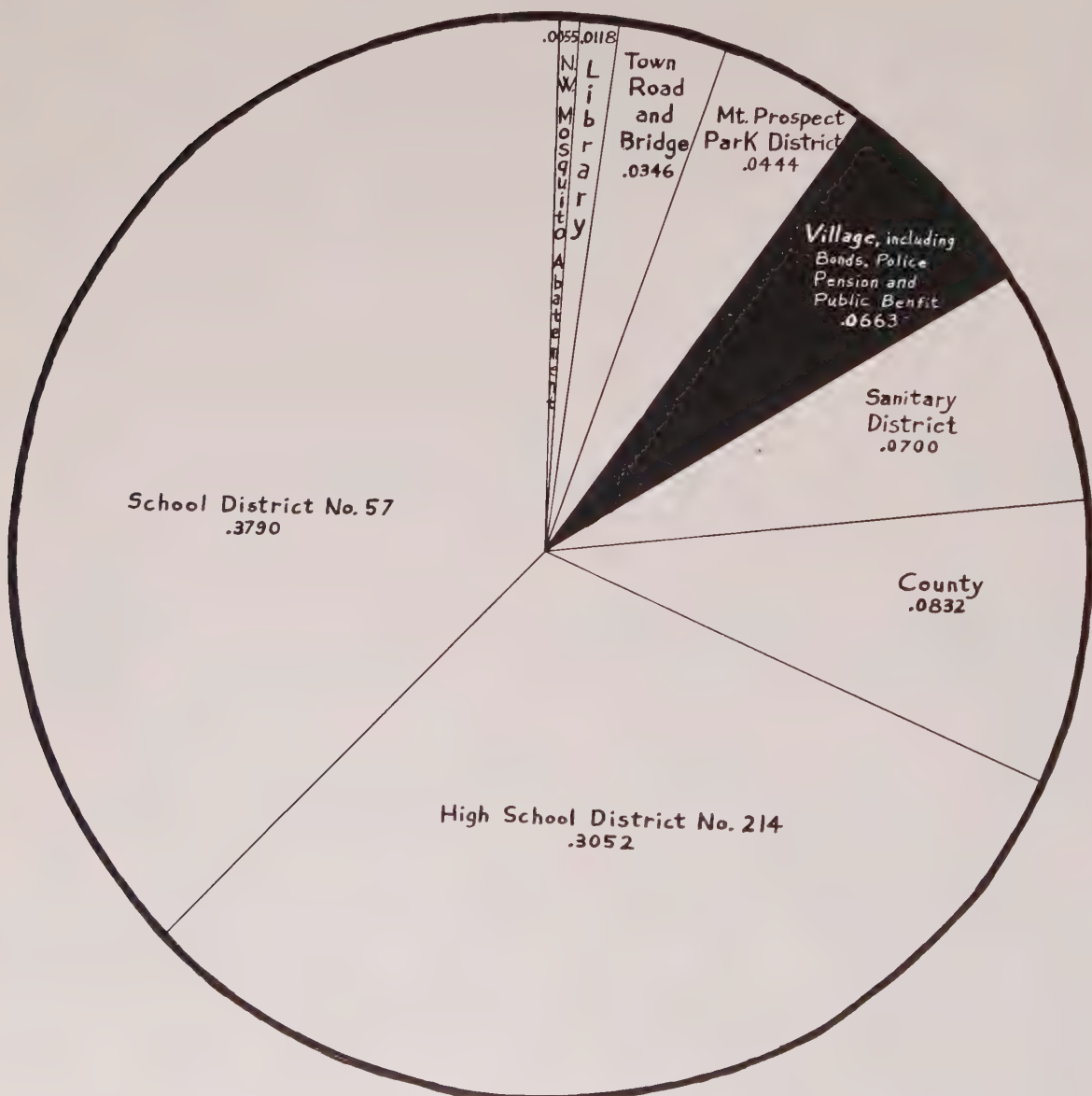


Figure 11

Lubbock, Texas

Why Buy Municipal Power?

**PROFIT FROM
MUNICIPAL POWER AND LIGHT
PAID THE ENTIRE COST OF
EIGHT ESSENTIAL SERVICES**

Garbage Service
Street Maintenance
Parks and Library
Sewer System
Public Bldg. Improvements
Police Department
Street Lights
Fire Department

**FOR 115 DAYS OF THE YEAR
THIS SAVED LUBBOCK CITIZENS
\$950,518 IN TAXES OR CHARGES**

40c of Each \$1.00 Paid for Electricity to
Municipal Power and Light is Returned
To You in Above Services

**SAVE MONEY BY USING
MUNICIPAL POWER AND LIGHT
PHONE PO 3-3491**

Figure 12

Wilmington, Massachusetts

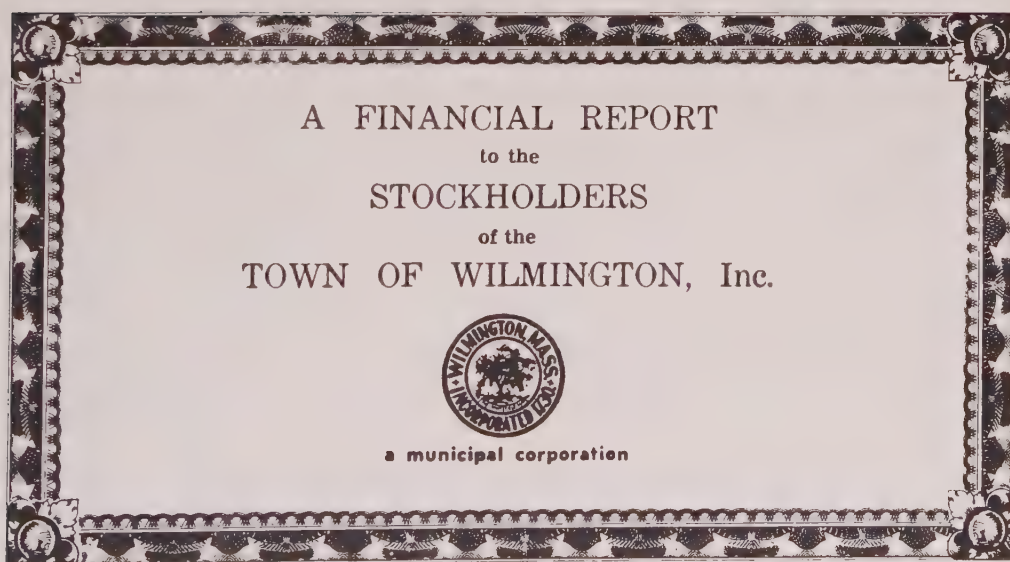


Figure 13

Englewood, New Jersey

To The Citizens Of Englewood:

On Tuesday night, March 11, 1958, 8:30 o'clock, at the Municipal Building, the Mayor and Common Council will conduct the public hearing on the budget for 1958. Department heads will be present to explain departmental budgets and to answer specific questions.

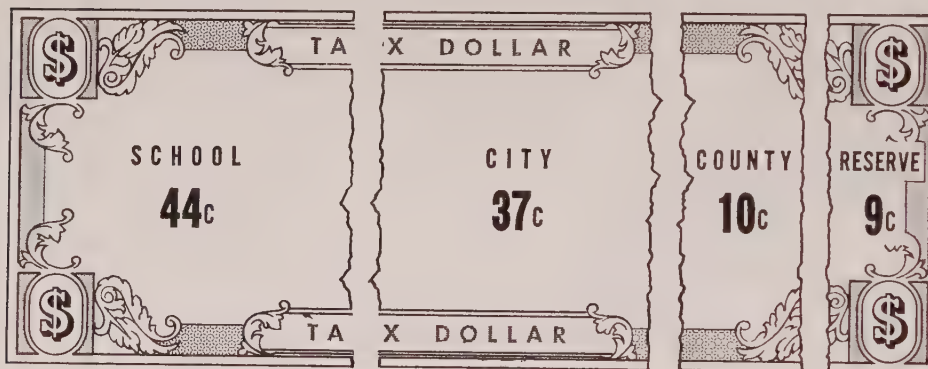
The cost of government is higher in Englewood this year primarily because of an increase in the salaries of school and city employees.

For those taxpayers who want budget figures in complete detail, information is available at the Municipal Building.

This analysis of the budget has been prepared to help taxpayers throughout the city to understand the budget.

Your 1958 taxes cover the cost of operating the school system; the general city services such as police, fire and public works departments; and the city's share of Bergen County taxes.

If you have any questions, please bring them to the public hearing on March 11th.

MAYOR AND COUNCIL

Each tax dollar collected by the City is divided among the three taxing authorities: the Board of Education, the City Government and the County Government.

As shown above, the 1958 tax dollar is apportioned as follows:

School	\$.44
City Government37
County Government10
Reserve for uncollected taxes.....	.09
	<hr/>
	\$1.00

The tax rate for 1958, based on the cost of these combined factors, is estimated to be \$8.49 per \$100 of assessed valuation. The \$8.49 rate includes \$3.74 for school costs; \$3.11 for general city costs; \$.88 for county government costs; and \$.76 for reserve for uncollected taxes.

This combined tax rate of \$8.49 represents an 87 point increase over the 1957 rate of \$7.62. Thus, a home owner whose property is assessed at \$5,000 will pay \$43.50 more taxes in 1958.

Figure 14

Midland, Michigan



We hope you are. You will then become a stockholder in the Municipal Corporation, The City of Midland. The City Government is set up for only one reason—to serve the people it represents. We would like to start being of service to you now by offering a few explanations and suggestions.

The purchase or building of a home is often limited to one experience per family and generally represents the largest single investment the family makes. There are many factors, social and economic, which must be evaluated before your decision is made. There are those who are in a much better position to counsel with you on these matters than are we as City Administrators, however, we feel that we may be of assistance to you in other ways. We are in a position to pass on to you the experiences of others we have observed facing the same problems.

Let us assume that you have selected the location that suits you and are about to purchase your lot or home. There are certain things that you should determine before making final arrangements to purchase. A good Real Estate broker can be of invaluable service to you at this point. They either have the answers or are in a position to secure the information you require. Listed below are some of the questions you should have satisfactorily answered:

1. Is the title to the land clear?
2. Is the Abstract of Title up to date?

3. Are there restrictions that go with the deed that may interfere with my intended use?

4. Will the plan I intend to use fit on the lot with the required setbacks?

5. Is the area properly zoned to permit the contemplated use and to protect my investment?

6. What utilities are available?

7. What is the status of special assessments for improvements? How many installments are left for me to pay and how much per year.

8. Are there drainage problems in the area? Can they be readily corrected?

9. Can I build my basement as deep as I would like and still get proper sewer connections?

10. Are my lot boundaries clearly defined and accepted by abutting owners?

11. If all improvements are not installed, (storm sewer, sanitary sewer, water main, curb, pavement, sidewalk and street trees) when can I expect them and how much will my assessment be?

There probably will be many other questions arise as you proceed with your project. The various departments of the City Administration are at your service. We want to do all we can to make your home-building a satisfactory experience.

BUILDING DEPARTMENT

Before starting construction, if such is your decision, it will be necessary for you to secure permits from the Building Inspector for each

phase of construction. You are required to submit a plan of your buildings, construction details, estimated cost, and lot layout.

The Building Inspector will go over your plans with you, pointing out any features that might not comply with the Building Code and explain the reason for the Code requirements. In many instances the Inspector may be able to make suggestions to you that would result in more satisfactory construction and save you money.

The Building Department includes the Plumbing and Heating Inspector and Electrical Inspector as well as the Building Inspector. Inspections are made at various stages of construction on all phases. These inspections are in no way designed to trap you or restrict you in good, economical safe construction. They are designed to help you secure a sound investment for your expenditure and to protect the investment of your neighbor and the general welfare of the community. Every regulation or restriction must have a sound reason behind it or it is invalid. The Inspectors can be of invaluable assistance to you.

ENGINEERING DEPARTMENT

In matters of drainage and public improvements, you should contact the City Engineer's office. They have many records and a vast accumulated knowledge of the area that can help you. Location and depth of existing service connections, status of proposed improvements and information on soil conditions are examples of information that is available.

Your Property and Its Improvement

It is wise to find out where you stand early in your negotiations, so that you will not be

Figure 15

Elmwood Park, Illinois

Elmwood Park Municipal Services

Where to call . . .

EMERGENCY	Fire	GL 3-2124
	Police	GL 3-2126
	Ambulance	GL 3-2124

The Village Departments are at your service. They are ready to answer your questions, handle any complaints or provide information on our municipal services. Keep this list handy in your desk or phone book if you call on any of the following subjects.

SUBJECT	CALL	AT	SUBJECT	CALL	AT
ADMINISTRATION	Manager	GL.3-3841	PLUGGED STREET DRAINS	Yards	GL.3-4364
ALLEY REPAIRS	Yards	GL.3-4364	PLUMBING INSPECTION	Water Dept.	GL.3-2150
APPROPRIATIONS	Manager	GL.3-3841	POLLING PLACE LOC.	Clerk	GL.3-2110
ASSESSED VALUATIONS	County Clk.	FR.2-3000*	PURCHASING	Manager	GL.3-3841
BILLS - WATER & GARBAGE	Billing Dept.	GL.3-2150	RATS	Health Dept.	GL.3-2190
BOARD MEETINGS	Clerk	GL.3-2110	RECREATION	Clerk	GL.3-2110
BRANCH REMOVAL	Yards	GL.3-4364	REGISTRATION DATES	Clerk	GL.3-2110
BRUSH PICKUP	Yards	GL.3-4364	REMODELING PERMITS	Bldg. Comm.	GL.3-2110
BUFFALO BOXES	Water Dept.	GL.3-2150	RUBBISH REMOVAL	Yards	GL.3-4364
BUILDING DEBRIS	Yards	GL.3-4364	SCHOOLS-ELEMENTARY	Supt.	GL.3-7520*
BUILDING INSPECTION	Bldg. Comm.	GL.3-2110	SCHOOLS-HIGH SCHOOL	Supt.	GL.3-7520*
BUILDING PERMITS	Bldg. Comm.	GL.3-2110	SEWERS-BASEMENTS	Clerk	GL.3-2110
BUILDING REGULATIONS	Bldg. Comm.	GL.3-2110	SEWERS-STREETS	Yards	GL.3-4364
BURNING GARBAGE	Police	GL.3-2126	SNOW REMOVAL	Yards	GL.3-4364
BUSINESS LICENSES	Cashier	GL.3-2150	SPECIAL ASSESSMENTS	Collector	GL.3-2150
CHEST X-RAYS	Health Dept.	GL.3-2190	STREET CLEANING	Yards	GL.3-4364
CINDERS FOR ALLEYS	Yards	GL.3-4364	STREET LIGHTS - OUT	Police	GL.3-2126
CIVIL DEFENSE	Director	GL.3-2025	STREET REPAIRS	Yards	GL.3-4364
COUNCIL POLICIES	President	GL.3-3841	STREET SIGNS	Yards	GL.3-4364
DAMAGE TO VILLAGE PROPERTY	Police	GL.3-2126	SPRINKLING SYSTEMS	Water Dept.	GL.3-2150
DRIVEWAY PERMITS	Clerk	GL.3-2110	TAX COLLECTIONS	Twnsp. Coll.	GL.3-6110*
DEAD ANIMALS	Police	GL.3-2126	TAX RATES	Clerk	GL.3-2110
DOG LICENSES	Cashier	GL.3-2150	TRAFFIC LIGHTS - OUT	Police	GL.3-2126
EMPLOYEES	Manager	GL.3-3841	TRAFFIC SIGNS	Yards	GL.3-4364
ELECTIONS	Clerk	GL.3-2110	TREES-PARKWAY REGULATIONS	Clerk	GL.3-2110
ELECTRICAL INSPECTION	Supt.	GL.3-2150	TREE REMOVAL	Yards	GL.3-4364
FIRE HYDRANTS	Water Dept.	GL.3-2150	TREES-STORM DAMAGE	Yards	GL.3-4364
FIRE INSPECTION	Fire Marshal	GL.3-5434	VEHICLE LICENSES	Cashier	GL.3-2150
GARBAGE COLLECTION	Supt.	GL.3-3282	WATER BILLS	Billing Dept.	GL.3-2150
GAS LEAKING	Nor. Ill. Gas	GL.3-8212*	WATER METERS	Water Dept.	GL.3-2150
HEALTH REGULATIONS	Health Dept.	GL.3-2190	WATER LEAKS	Water Dept.	GL.3-2150
HEALTH VIOLATIONS	Health Dept.	GL.3-2190	WATER PRESSURE	Water Dept.	GL.3-2150
LIBRARY	Librarian	GL.3-4163*	WEEDS IN PARKWAY	Yards	GL.3-4364
LICENSES & PERMITS	Clerk	GL.3-2110	WIRES DOWN	Police	GL.3-2126
LOST ANIMALS	Police	GL.3-2126	ZONING	Bldg. Comm.	GL.3-2110
MOSQUITO SPRAYING	Yards	GL.3-4364			
ORDINANCES	Clerk	GL.3-2110			
PETITIONS	Clerk	GL.3-2110			
PLAYGROUNDS	Yards	GL.3-4364			

*Subjects marked with an asterisk are not under jurisdiction of the Village administration but included for your information.

After you have contacted the proper department, should you fail to get satisfactory service in a reasonable length of time, report this to the Village Manager at GLadstone 3-3841.

VILLAGE OFFICE HOURS - 9 to 5 P.M.; Saturday - 9 to 12 Noon.
YARDS 8 to 4:30 P.M. Closed Saturdays.

Figure 16

Teaneck, New Jersey

HELPFUL FACTS
FOR NEW RESIDENTS

As a service to **you**, the new resident, the Township has compiled a brief list of facts which may prove helpful to you in that they may not only save you time and money, but may also protect the lives of you and your family. Read them with care—

1. Utility Service

Gas & Electricity — These utilities are provided by Public Service Electricity & Gas Co. If you live in N. E. Teaneck, call EN 3-7000. If on the other hand you live in the South or West of Teaneck, call DI 2-7000.

Water — If you live West of the West Shore R.R. & South of Cedar Lane call the Bogota Water Co., DI 2-1882, for service. The rest of Teaneck is serviced by the Hackensack Water Co., HU 7-0011.

Telephone — N. J. Bell Telephone, 220 Cedar Lane, Teaneck; Phone Operator and ask for DI 2- Official for service.

2. Police

For Police and Ambulance Service call TE 7-2600 or 6-2600. You can best protect yourself by immediately reporting any suspicious persons or cars.

3. Fire

In case of emergency call the operator, tell her you wish to report a fire in Teaneck. When you are connected with the Fire Department, give them your name, address, nearest street intersection, and type of fire — if you can.

4. Garbage Collection

Private collectors under municipal regulation perform this service. If you desire garbage collection call the Teaneck Sanitary Association, TE 7-7610.

5. Township Refuse Collections

Tree trimmings, brush, and trees, except from land being cleared prior to the issuance of the occupancy permit, will be collected by the Department of Public Works, TE 6-2791. Call one day in advance of scheduled day for pickup. Trimmings and brush must be cut and tied in bundles not exceeding 3 feet in length or 50 lbs. in weight. Trees must be cut in lengths not exceeding 3 feet. **All must be made easily accessible to the street. No grass, leaves, or branches may be thrown in the street or gutter.**

Collection Schedule District	Weekly April 1 to Sept. 30 Once each week on	No Collection Oct. 1 to Oct. 31	Monthly Nov. 1 to March 31 Once each month on
I. South of Cedar Lane & W. of R.R.	Mondays	1st Monday each month
II. South of Cedar Lane & E. of R.R.	Tuesdays	1st Tuesday each month
III. North of Cedar Lane & W. of R.R.	Wednesdays	1st Wednesday each month
IV. North of Cedar Lane & E. of R.R.	Thursdays	1st Thursday each month

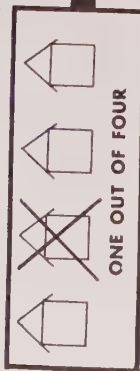
6. Collection of Taxes

Real Estate Taxes are payable February 1, May 1, August 1, November 1. Personal Taxes are payable August 1 and November 1. Property owners must

Figure 17

DID YOU KNOW ?

1. THAT 25% OF OUR DWELLING UNITS ARE SUBSTANDARD?
(Approximately 35,000 units are substandard.)



2. THAT 72% OF OUR NEW TUBERCULOSIS CASES OCCURRED IN OUR SLUM AND BLIGHTED AREAS?
(356 out of 494 cases)



3. THAT 78% OF OUR FIRE DEATHS WERE IN OUR SLUM AND BLIGHTED AREAS?

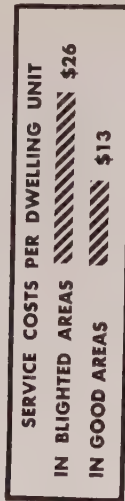


4. THAT 88% OF OUR INFANT DIARRHEA DEATHS WERE IN OUR SLUM AND BLIGHTED AREAS?
(31 out of 35 deaths)

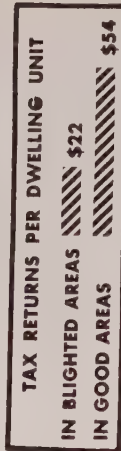
5. THAT 65% OF OUR CASES OF HOMICIDE TOOK PLACE IN OUR SLUM AND BLIGHTED AREAS?



6. THAT OUR SLUM AND BLIGHTED AREAS ARE COSTLY?



7. THAT OUR SLUM AND BLIGHTED AREAS DO NOT PAY THEIR SHARE OF THE BASIC SERVICES THEY RECEIVE?



THE COST OF KEEPING OUR SLUM AND BLIGHTED AREAS CAN PREVENT US FROM BUILDING THE SAN ANTONIO OF TOMORROW. SLUMS CAN PREVENT PROGRESS. IT COSTS US AT LEAST \$500,000 A YEAR MORE TO SERVICE OUR SUBSTANDARD AREAS THAN OUR STANDARD AREAS.

URBAN RENEWAL OFFERS US A NEW WAY TO RID OUR COMMUNITY OF SLUMS AND BLIGHT. IT CAN PROVIDE A DECENT AND SAFE ENVIRONMENT FOR EVERY HOME IN THE CITY. AS EACH NEIGHBORHOOD GETS RID OF ITS BLIGHT IT WILL BE ABLE TO PAY ITS SHARE OF SERVICE COSTS. URBAN RENEWAL IS A THREE-PART PROGRAM THAT ATTACKS SLUM AND BLIGHT ON ALL FRONTS.

HERE IS HOW IT WORKS . . .



Figure 18

Phoenix, Arizona

YOUR GAIN

PARTICIPATION

A voice in the affairs of your City government. Eligibility for public office in your City. The right to say Phoenix is your HOME.

POLICE PROTECTION

CONSTANT PATROL in residential areas by a competent, trained police force having automobiles equipped with three-way radios.

FIRE PROTECTION

PROPER FIRE PROTECTION for you, your family and your property. RESULTING in LOWER INSURANCE COSTS — LESS RISK! This fire protection service is extended as the City grows.

WATER SERVICE

AMPLE SUPPLY, CONSTANT PRESURE with day and night service at REDUCED RATES! An adequate water service is necessary to give you the fire protection which results in lower insurance rates. Water mains and hydrants installed at city expense.

GARBAGE & TRASH SERVICE

Regular service on scheduled days with modern truck equipment resulting in a CLEANER NEIGHBORHOOD and improved sanitary conditions WITHOUT EXTRA COST.

STREETS

Streets will be maintained. Paved and curbed streets are cleaned. Modern street lighting and street name and traffic signs installed.

PARKS AND LIBRARY SERVICE

Year round parks and recreation program. Free library service.

ZONING AND BUILDING

Real protection of your home and property values through planning and zoning. Protection from faulty construction, dangerous electrical wiring and unsanitary plumbing.

ALL THESE SERVICES and facilities will be enlarged and extended as you and your neighbors become residents of Phoenix through annexation.

THE CITY OF PHOENIX WILL PROVIDE TRUNK SEWER SERVICE AND IS NEGOTIATING FOR THE PURCHASE OF PRIVATELY-OWNED WATER COMPANIES IN THE AREAS TO BE ANNEXED.

Figure 19

YOUR DIRECT SAVINGS
COULD BE SUBSTANTIAL

*The estimated savings listed below are based on a typical home with an assessed valuation of \$2,500 and a current city tax rate of \$1.75 per \$100-of assessed valuation. The \$2,500 assessed valuation represents a market value of approximately \$10,000.

Garbage and trash collection saving —
(Estimated at \$2.00 per mo.).....per yr. \$ 24.00

City water saving (If water system owned by City)
(Average monthly consumption of 22,500 gal. — 3,000 cu. ft. — \$4.20 per mo.)per yr. \$ 50.40

Fire insurance saving —
(\$10,000 coverage — rate decreased from \$0.28 to \$0.14 per \$100)per yr. \$ 12.50

Rural fire protection saving.....per yr. \$ 12.00

City library fee saving.....per yr. \$ 5.00

Gross Savings Per Year \$103.90

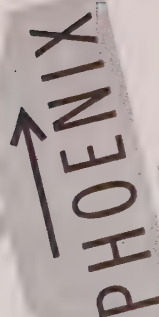
*City taxesper yr. \$ 43.75

NET SAVINGSper yr. \$ 60.15

If you are connected to the city sewer system, you would realize an additional savings of \$2.50 per mo. minimumper yr. \$ 30.00

Net Savings Could Beper yr. \$90.15

*City taxes are deductible from Federal and State Income Taxes.



yes, annexation is to
your interest!

The Phoenix area — both inside and outside the city limits — has experienced a tremendous population growth in the last decade. Paralleling this growth has been the increase in the number of services provided its citizens by the city.

City expansion is a means for us all to work together for mutual benefit.

City government exists expressly for the purpose of providing necessary community services more economically and effectively than the citizens can provide them individually.

It is not suggested that newly annexed territory will get added services and conveniences without charge. In many instances, however, these services will cost you less than you are now paying. In addition, you will benefit from many additional services that you cannot even buy. This folder has been prepared to acquaint you with what these services are so you will have all the facts concerning annexation.

Park Ridge, Illinois



1.

SANITATION DISPOSAL. This includes dry and wet garbage.

- A. To be picked up once a week on your regular day.
- B. To be wrapped and placed in *metal cans*, watertight, leakproof, tight lid, handles, each such can not to be larger than **32 gallons**.



2.

TRASH DISPOSAL. This includes miscellaneous trash and debris, yard trimmings, junk, refuse, etc.

- A. To be picked up once each week *with your sanitation disposal*.
- B. To be placed in *suitable containers* not to exceed the size of 32 gallon cans, or *tied in bundles* not to exceed **4 feet in length and 2 feet in diameter**.



3.

EMERGENCY DEBRIS REMOVAL. This would be in the case of a bad storm or a similar destructive event.

- A. Sanitation and trash disposal as usual.
- B. We will assign extra trucks to pick up your debris from the storm and clean up the city; debris to be placed outside at the usual place.
- C. The announcement for such a removal will be made public at the time.



4.

CLEAN-UP, PAINT-UP, FIX-UP WEEK. To be announced in the spring.

- A. Sanitation and trash disposal as usual.
- B. We will assign extra trucks to pick up all of your debris, which must be placed outside at your usual place, and clean up the city in general.
- C. If everybody cooperates, this could be an annual program.



PLEASE, place all of your garbage and refuse in the same street or alley location as you have in the past.

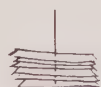


SORRY, except in the case of 3 and 4, we cannot pick up anything not in cans, containers, or tied in bundles as described due to the capacities of our sanitation packer trucks.

QUESTIONS ??? Just call or write City Hall.



ORDER FILE



COMPLAINT FILE



THANK-YOU FILE

Figure 20

Bangor, Maine

T.V. PROGRAM

3/16/58

ACTION, HOUSING AND URBAN RENEWAL

I. Introduction

- A. Welcome to This Is Your City
- B. Answer questions - Tel. Nos. 2-4822 - 9324
- C. Introduce Guests - Carney, Brown

II. Action

- A. Define Action, what is it?
- B. How Does It Work?
 - 1. Public costs of blight - (explain)
(costs more for welfare, fire and police, health and sanitation, water, etc., than area contributes in taxes.)
 - 2. Social costs of blight - (explain)
(crime - time spent in jail)
(illness - time spent away from work)

III. Housing Code

- A. What Is the Housing Code?
- B. How Is It operated in Bangor?

IV. Urban Renewal Program

- A. What Is the Urban Renewal Program?
- B. How Does a City Get an Urban Renewal Program?
 - 1. Workable Program
 - 2. State Legislation
- C. How Does a Typical Project Work?
- D. Portland, Only City in State - How has it worked there?
- E. Where does Bangor stand in Reference to an Urban Renewal Program?
 - 1. State Legislation passed.
 - 2. Workable Program about Complete
 - 3. Survey Underway by Action
 - 4. You will be asked to vote an acceptance of Urban Renewal Bill in near future.

V. Close Out

Thank guests and remember THIS IS YOUR CITY.

Ojai, California

CITY OF OJAICITIZEN RATINGCITY SERVICES AND FUNCTIONS

	Satisfactory	Fair	Unsatisfactory
1. ZONING			
2. FLOOD CONTROL			
3. RECREATION			
4. STREETS			
5. CAPITAL IMPROVEMENTS			
6. SUBDIVISIONS			
7. ADMINISTRATION			

Comments and suggestions:

Figure 22

Beverly Hills, California



Mayor George W. Davis
Councilman Leonard K. Firestone
Councilman Floyd E. Fisher
Councilman Harold L. George
Councilman David Tannenbaum

Request the honor of your presence
at the
Installation Ceremony
of
Mayor Elect David Tannenbaum
on the front steps of the City Hall
on Tuesday, June 19, 1956
at seven-thirty P. M.

R.S.V.P.
CRestview 6-6181-Ext. 68

Free Parking available on
the Civic Center Parking Lot east of
the City Hall

Figure 23

Hartford, Connecticut

THE HARTFORD JUNIOR CITY COUNCIL

A BULLETIN FOR NEW VOTERS OF GRADES 10, 11, 12

What is the J. C. C.?

Organized in 1949. Fifteen members—5 from each high school—elected by grades 10, 11, 12, plus an executive secretary and clerk appointed by the council, plus a coordinator and 3 advisors appointed by the school administration. Broad purpose: To make recommendations to city officials and the board of education; to arouse interest in city government and community problems.

Who may vote?

Members of grades 10, 11, 12, who register as voters.

Who may run for the J. C. C.?

Any voter may become a candidate by having a Petition-for-Nomination signed by 25 registered voters. Meetings: 1st Tuesday each month.

Are elections secret?

Absolutely! Regular voting machines are used.

What has the J. C. C. done during the past eight years? (Each council plans its own program, usually around four or five major activities.)

- Secured: Driver Education. Saved it on two occasions
- Improvements in recreational facilities in parks
- Score board, press box and other improvements at Dillon Field
- *Career Days for Hartford high schools
- Credit for first-aid courses.
- Conducted: Survey of need of North End Community Center—recommendations to City Council
- City Beautiful Campaign
- Survey of demand for skating rinks—recommendation to City Manager
- *Annual Metropolitan Youth Conference; e.g., 1957 conference involving 8 high schools on improving the recreational and social life of Greater Hartford
- *Assemblies in junior and senior high schools; e.g., the April 1957 assemblies at which the City Manager and a Councilman discussed city problems
- *Brotherhood Week assemblies in elementary schools
- Survey of interest among honor students in entering teaching as a career
- *Interviews with city and school officials to identify city problems and to determine ways of cooperation between them and the J. C. C.
- *Conference on ways to improve relations among people of differing races, religions and nationalities
- *"Get-Out-the-Vote" campaigns in election years.
- Cooperated with: *Station WKNB in series of TV broadcasts
- Kiwanis Club in a study of delinquency
- *National Conference of Christians and Jews in conferences and institutes
- United Nations Committee in planning for U. N. Day
- Citizens Traffic Safety Committee in promoting safety education
- *Junior Chamber of Commerce in carrying on Career Days
- U.S. Office of Education in study of Youth's Role in Disasters
- Other items: Recommendations framed regarding school budget, extension of time for student bus tickets
- *Proclamations by J.C.C. Mayor on Brotherhood Week and S-D Day
- *Trip to U. N. provided by Rotary Club
- *Indicates 1956-57 activities